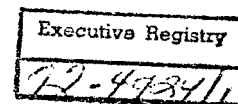


30 November 1972



MEMORANDUM FOR: Inspector General

SUBJECT : [REDACTED]

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1. In our telephone conversation about your report to The Director on [REDACTED] charges, you indicated that some response from me would be welcome, and you expressed particular concern with the state of channels of communication within OBGI. I appreciate the effort that went into your report and I certainly have no quibble with your findings. I have reexamined OBGI's practices relating to internal communications. On balance, I feel that the record is pretty good and our (i. e., OBGI management's) efforts on that score have made some improvements in the atmosphere during the past 2 years.

2. When I came to OBGI (July 1970), the organization was plagued with major problems that undeniably affected employee morale at all levels. One problem was the relentless campaign to eliminate the [REDACTED] waged by adversaries in [REDACTED] and other Offices. Another problem was the belief -- not entirely unfounded -- that OBGI often was left out of important matters as a consequence of physical separation from Headquarters. A third problem was the fragmentation of the four divisions in three different locations. A fourth problem was a supervisory framework made up entirely of men and women of very long in-house tenure; several, in my view, had inadequate recent outside experience and perspective. Team consciousness and internal office communications clearly suffered. All these problems still exist. I have been able to make some progress toward reducing the second and fourth, and I have been attempting to ameliorate the consequences of all four.

3. To promote free and constructive communications up and down the chain was one of my first objectives. During the first year I had 2-hour discussions with every OBGI employee in groups of 5 or

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6 people. Following that series, I declared each Thursday morning "open house" specifically for personal meetings with anyone who wanted to talk to me about anything. The arrangements for the meetings were not made through the chain of command, but directly by the individual with me or my secretary. These special efforts were in addition to the normal "open door" policy. They helped, but they were not totally successful -- many, like [REDACTED] chose to keep their own counsel; others unburdened themselves in long conversations about problems or grievances. Many of the grievances were 8 or 10 years old. Some of the problems I could do something about; most I could not.

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4. Other means to promote communications include the following Office programs:

a. Whenever feasible and useful, officers are put on temporary or permanent reassignment to other divisions. Nine or ten people have had this experience in the past 2 years.

b. One division chief and two branch chiefs who had been too long in the same saddle have been successfully transferred to new mounts and given new ranges to patrol. I am seeking similar possibilities for five more honorable but saddle-weary wranglers.

c. The Administrative Staff, and the Office Deputy Director in his capacity as Career Management Officer, have conducted a traveling road show in which they describe to the members of OBGI at Headquarters, Rosslyn, and the [REDACTED] the functions and services each employee should expect of the Front Office.

d. Individuals are encouraged to present special briefings to the Office Director on projects or matters for which they are responsible. There have been about a dozen of these so far.

e. Supervisors have had emphasized to them in formal OBGI administrative issuances, and in frequent informal sessions, that an easy, constructive flow of communication within the Office is the desired state of affairs and that all must work to that end.

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f. For 18 months, the [redacted] Career Board has had a formal program to identify "comers", those in need of career and personal developmental opportunities, and those, such as [redacted] who have problems or are problems. When it seems likely to be fruitful, the appropriate supervisor seeks out the individual to discuss the situation. Possible courses of action are prepared and, when possible, implemented. Each 6 months, the lists and the alternate courses are reviewed, names added or deleted, and progress or lack of it noted.

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5. This response does not mean we cannot do better. We can and will strive to do so. However, I do have several seemingly intractable personnel problems, and I have no doubt that there are some who feel abused or frustrated and will continue to feel that way despite my best efforts.

[redacted]

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JOHN KERRY KING

Director

Basic and Geographic Intelligence

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TO	NAME AND ADDRESS	DATE	INITIALS
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2	<i>IL</i>		
3			
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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks: Bill: I am forwarding to you John King's memorandum in view of your interest in this matter, especially "communications" in OBG.			
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Inspector General			12/1/72
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FORM NO. 1-67

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Executive Registry
72-4924

13 SEP 1972

MEMORANDUM FOR: The Director**SUBJECT**

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[REDACTED]

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1. You instructed us to look carefully and quietly into the merits of the lengthy memorandum of complaint addressed to you by [REDACTED] OBGI, on the occasion of his retirement in August 1972. We submit herewith our findings on the case.

2. [REDACTED] came to the Agency in November 1962 from the Department of the Army, where he had been employed in intelligence research as a civilian since 1950. He entered OBI as a GS-12 and was promoted to GS-13 in May 1964. His second and final promotion, to GS-14, occurred in May 1971. During his employment in OBI (later OBGI), he worked on the [REDACTED] program, editing and reviewing the contributions of this and other agencies. [REDACTED] had impressive academic credentials, including a B.A. and an M.A. in Economics, and his Agency Fitness Reports were consistently strong.

3. We talked with [REDACTED] briefly prior to his departure. He was at first disinclined to come in, saying that he had nothing to add and that he did not wish to carry the matter any further. In the interview, [REDACTED] said he transferred to the Agency in search of a job with a higher grade. He dwelt at some length on his inability to transfer from OBGI and on his lack of confidence in the people around him. He was articulate and well-groomed but struck us as pompous. A bachelor, he had no particular plans for his retirement other than remaining in the urban northeast.

4. Most of [REDACTED] complaints in his memorandum fall into two main categories: inability to transfer from OBGI

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owing to interference with his applications, and lack of promotion. Our talks with persons at the management and supervisory level in OBGI persuade us that his complaints are not well-founded.

5. We found no evidence that [redacted] attempts over the years to transfer out of OBGI were sabotaged by his supervisors, as he alleges. In fact, it is our impression that there is an enlightened policy toward applications for vacancies in other offices that would facilitate, rather than hamper, such applications. We believe that [redacted] in his complaints, has acted on misinformation or, as he sometimes admits, assumptions.

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6. On the matter of promotions, we conclude that his frustrations, although real enough to him, were not the result of mismanagement in OBGI. There were people promoted on the basis of their supervisors' evaluations of their qualifications; these evaluations were made on a broader comparative basis, and with a better view of Office needs, than [redacted] could have brought to the subject. The promotions moreover were necessarily made within the restrictions imposed by slot availability and supervisory responsibilities. When a GS-14 position became available in 1971, the office director himself made a special effort to give it to [redacted]. The fact that it came later than [redacted] would have liked is a not uncommon or reprehensible occurrence.

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7. We believe that [redacted] memorandum should be read with the perspective of some appreciation of his personality. No one will quarrel with the fact that he was a good editor, meticulous and conscientious in his work, and a productive employee. He was, however, very difficult to know and to communicate with. He was a loner, with a high degree of reserve that apparently conditioned him to avoid conversation or even a smile without a proper introduction, or unless obviously in the line of duty. His self-esteem was of an extremely high order, and his failure to achieve some of his goals rapidly enough probably led logically in his mind to a condemnation of the managerial structure. He seems to have kept most of his resentments bottled up, thereby only aggravating his situation.

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8. We recommend that you authorize us to transmit [redacted] memorandum, and a copy of our report to you, to the Director/BGI, who has extended his full cooperation to us in this investigation.

(Signed) William V. Broe

William V. Broe
Inspector General

cc: Executive Director-Comptroller

APPROVED:

(Signed) Richard Helms

Director of Central Intelligence

13 SEP 1972

Date

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MEMORANDUM FOR:

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